

- Prados - The Soviet Estimate
- US Intelligence and the Soviet Strategic Threat / Freedman
- Wickham, Carson / Hendon

15 December 1989

NOTE FOR: Fricz

FROM: Maria

SUBJECT: A/B Team Exercise

Below is a list of people who were involved in the A Team part of the A/B Team exercise in 75/76. From speaking to Howard Stoertz, I gather there were different segments of A Team. Then Mr. Stoertz told me that he himself tried to divide the Estimate from the Exercise and people who were either drafting or coordinating the Estimate were not involved in the Exercise. However, in talking with some of the participants, it gets a bit confused. The different segments of A Team involved (1) Soviet strategic objectives, (2) Soviet ICBM Accuracy and (3) Soviet low altitude air defense. Some of the participants are more knowledgeable of either segments 2 or 3, but not of the entire process.

The Main Man for A Team was Howard Stoertz. You have spoken with him this morning and I assume you already know that Ms. Cahn has interviewed him. Hal Ford stopped by the other day and I mentioned this to him asking if he had any names - Ms. Cahn has also been in touch with Hal.

[redacted] (ACIS) was involved with all of the aspects, especially (1) above. He is now on TDY [redacted] expected back this month and is going to be working in SOVA. If the DCI wants to have Ms. Cahn interview some of these people, we should also think about anyone who might be under cover.

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Other names:

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Names of people who have retired but are consultants who would be of help are:

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I have another list of names of people with whom I spoke, but they said they were involved only peripherally.

A couple of points which Stoertz brought up.

Ms. Cahn asked for any unclassified studies which the Agency has. Everything unclassified has been published; we do not hold any of that. She may come back and ask for items to be declassified. He would recommend No to that.

Ms. Cahn refers to Agency participants. She may not know that the process was in fact an inter-agency process and consequently members were also from other agencies. I have not pursued that, but I will (if you want). Recommended names are [ ] in DIA and Major (maybe now General) William Weisinger from Air Force.

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The files on NIE 11 3/8 of that year were retired to Records Center. I could bring them back to see who the drafters/coordinators were.

[ ] was in charge of the Estimate portion then and both he and Stoertz told me that these people were not involved in the Team exercise. [ ] for instance was involved in the estimate, but *said* also got involved in some aspects of the exercise.

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PFIAB requested a briefing on the exercise. I went to [ ] to see if they had a list of participants. These files have also been retired, but I can retrieve them.

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Another point from Stoertz is that Ms Cahn has the resources to devote much time to this project. She also has many contacts.

Anything else I can do?

89-4802



Center for International Security Studies at Maryland

November 30, 1989

Hon. William Webster  
Central Intelligence Agency  
Washington DC 20505

Director

Catherine M. Kelleher

Dear Mr. Webster:

Morrill Hall  
University of Maryland  
College Park MD 20742  
(301) 454-4344

I have been awarded a MacArthur Fellowship in an international competition and am presently a Senior MacArthur Scholar at this Center. In this capacity I am writing a book about Team B, an experiment to introduce competitive analysis by outsiders into national intelligence estimates.

While some analysts agree that competitive estimates may serve a useful purpose, it is widely perceived that Team B was a "cooked" analysis in that the Team B members knew what the "answers" would be before they began the exercise. I think it is very important that, to the maximum extent possible, a serious and responsible study of Team B should be undertaken, and up to now, it has not been. More importantly, the original CIA assessment, we now know, was much closer to the mark than Team B's and I feel it is important that this fact becomes publicly known.

In order to present as complete a picture as possible, I would like the permission of the agency to speak with present employees who either were participants in the NIE 11-3/8 process in 1976 or else had close knowledge of it. I would also like to be directed to any unclassified studies about Team A/Team B that the agency may have.

I received my PhD from M.I.T. in 1971 and have published more than 30 articles, books, and book reviews in numerous academic journals as well as in more popular media such as the New York Times, Defense News, and the Chicago Tribune. I also have served as chief of the Social Impact Staff at the U.S. Arms Control and Disarmament Agency and a special assistant to the Deputy Assistant Secretary of Defense for International Security Affairs.

William Colby is very familiar with this project and my work in general and would be happy to vouch for me. I earnestly hope you will agree that my project is worthwhile and that I will secure the cooperation of the agency. I will call your office next week to check whether you need any further information.

Thank you very much for your consideration.

Cordially,

A handwritten signature in cursive script, appearing to read "Anne H. Cahn", is written above the typed name.

Anne H. Cahn

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